

May 16, 1932

Mr. J. Foster Smith
Naumkeag Steam Cotton Mill
Salem, Mass.

My dear Mr. Smith:

In December 1929 I listened to the very interesting paper you presented before the Taylor Society in New York on the Naumkeag experiment. I have gathered whatever information since then that I could of what has been doing and have talked with Mr. Francis Goodell at some length. I want now to write a short article on what you have done - sound of course in principle but simple and popular enough in form to make it understandable to the average reader. To do this effectively I should like to use a short sketch of the leaders in the undertaking - yourself and Mr. John O'Connell. I hope I am not intruding on your goodwill, my dear Mr. Smith, in asking you for a short personal sketch of your work in connection with the cotton industry.

I should appreciate greatly, too, if you would give me an informal statement ~~from~~^{of} what you believe from the management standpoint to be the gains of the Naumkeag experiment.

Trusting that you will not regard this letter as an intrusion, believe me

Very sincerely yours